



REQUEST FOR PROPOSAL:
Modernizing for High-Impact Performance

REQUEST FOR PROPOSAL

Issued by:
Professional Golf Association of Canada
Wednesday, March 5, 2025

Intent to Participate:
Wednesday, March 12, 2025 by 5 PM EST

Response Deadline:
Wednesday, April 2, 2025 by 5 PM EST

1. Introduction

1.1 Purpose of This RFP

The PGA of Canada (PGAC) is seeking a single consulting firm (The Firm) to assist in developing a plan to modernize the Association's organizational structure to enhance its performance across the country to better serve its members. The Firm will collaborate with the PGAC to create a roadmap to bring along many stakeholders who will be impacted by these changes and help implement the new plan.

PGAC's mission is to provide expertise through training and education to support, promote, and develop its members to achieve excellence in their golf industry careers. Its vision is to be the world's leading association of golf professionals, renowned for its contributions to the sport and business of golf.

The PGAC organization comprises a national office with 17 full-time staff and nine Zones, each with its own Board, staff, and volunteers. These Zones bring diverse perspectives and a passion for the sport, contributing to the organization's overall success.

Two critical elements in the PGA's 2022–2026 strategic plan are a focus on organizational structure and leadership and governance, both foundational to the successful execution of the plan. Over the past two years, considerable effort has gone into collecting feedback from the Zones on what is functioning well and what areas need improvement. While a lot of valuable data has been collected, the challenge is moving from data collection to action. This involves deciding on the desired structure and defining associated roles, accountabilities, decision rights, and needed behaviours. Finalizing the structure will set the stage to address various strategic and operational issues, such as:

- Enhancing the overall member experience and offering consistent services throughout the country, in both official languages.
- Improving service quality and ensuring uniform access for all PGA members nationwide, regardless of Zone size.
- Streamlining costs and improving operational efficiencies.
- Exploring opportunities for resource sharing and scaling, identifying synergies, opportunities for alignment, and necessary compromises and trade-offs.

Consulting support to date has focused on facilitation to collect data and identify the issues mentioned above. The next step requires a rigorous and concerted effort to agree on the structure and desired behaviours and set the stage for execution.

Please review this Request for Proposal (RFP) in its entirety and ensure all requirements are addressed in your response.

1.2 About The PGAC

The PGAC is the world's second-oldest and third-largest professional golf association. At the organization's core, we believe golf is a transcending sport. The game embodies integrity, sportsmanship, patience, and skill for both amateurs and professionals.

PGAC members (more than 4,000) have fostered that love into a career, dedicating their livelihoods to the betterment of the sport and ensuring future generations from diverse backgrounds have an equitable opportunity to enjoy it.

Our professionals are premier players, teachers, coaches, managers, and facilitators of golf operations who got their start with the PGAC by passing a playing ability test, better known as the PAT. They then spent time developing their specializations through our PGA Training Academy and honed their skills with real-world experience at a public or private golf facility.

Our PGAC professionals are more than just a group of golf enthusiasts; they are a community of dedicated professionals who advance the game, foster camaraderie, and improve the viability of golf as a career.

One of the primary missions of the PGAC has been to elevate the standards of golf instruction and coaching. The organization hosted workshops, seminars, and training programs to enhance its members' expertise continually. Whether perfecting the golf swing or understanding the nuances of course management, the PGAC was, and still is, at the forefront of golf education.

As the years have passed, our educational offerings have improved. We offer many professional development opportunities through the PGA Training Academy, our Tee Talks PD platform, and Tee Talks Live.

In addition to education, the PGAC plays a pivotal role in organizing and promoting golf events throughout the country. From local tournaments to national championships, these events showcase the incredible talent within the PGAC and provide a platform for aspiring golfers to showcase their skills. We proudly operate some of the country's most sought-after and historic events.

As golf has changed through the years, the PGAC has adapted and is renowned as an innovator by fellow national sports organizations. We embrace technology, incorporating cutting-edge tools and analytics to enhance training methods and improve performance while preserving the spirit of the game.

With our members at the forefront of everything we do, our employment team advocates for PGAC professionals daily and is an important resource for prospective employers and employees.

We have also invested in growing the game through grassroots programs, such as Golf Canada's First Tee program, and our own RBC PGA Scramble, the largest amateur event in the country.

In addition, the PGAC supports members through the PGAC Foundation, offering scholarships, bursaries, and financial aid for members in need through the Benevolent Fund and recognition for outstanding members through our Hall of Fame and National Awards.

1.3 RFP Ownership & Confidentiality

This RFP is confidential and proprietary to PGAC. The information contained in this document is intended solely for the purpose of responding to this RFP. All participating agencies must sign a Non-Disclosure Agreement provided by PGAC.

All inquiries and communications related to this RFP should be directed to: **Kendra Isaak, COO.**

Email: kendra@pgaofcanada.com

2. Project Requirements

2.1 Scope of Work

The Firm will be responsible for performing the following key activities:

- Review all the work that has been done so far, including stakeholder surveys, PGAC's current strategic plan, and all reports created following past PGAC bi-annual retreats.
- Assess the PGAC with respect to organizational design and effectiveness issues, specifically focusing on structure, stratification, accountabilities, role relationships, decision rights, culture, behaviours, and processes, and recommend approaches to optimally address issues identified.
- Respect the legacy of the organization and build on its strengths while bringing to bear rigorous management science approaches to address its weaknesses.
- Facilitate stakeholder engagement sessions, including focus groups, interviews, and surveys. These should involve employees, board members, PGAC members, the nine Zones, and other key stakeholders.
- Ensure that there is both individual clarity and a shared understanding among the Board, Zones, and the senior leadership team (SLT) regarding the issues and work with the team, collectively and individually, to implement recommended solutions at the executive level.
- Cascade the work done with the Board, Zones, the SLT into the PGAC organization as a whole (roles, accountabilities, decision rights, working relationships, structural, behavioural and process issues, etc.).
- Introduce management concepts, models, and tools that will enable the Board, Zones, SLT and staff to sustain the changes implemented and coach all in the application of these concepts, models and tools for their real business issues.

2.2 Expected Project Deliverables

The Firm will be responsible for delivering the following outputs:

- An initial project timeline outlining all key activities, a timetable for each key deliverable, and a final report to the Board.

- A comprehensive report outlining recommendations on how best to modernize the organization and introduce new behaviours to deliver higher productivity and enhance member benefits.
- An executive summary tailored for stakeholders.
- Facilitate workshops or presentations for the Board, SLT, Zones, members and staff.
- Development of any additional tools, templates, or dashboards needed to support the organizational changes.

2.3 Partner Requirements and Conflicts

The Firm must demonstrate expertise in the following areas:

- Proven experience in delivering positive organizational change.
- Demonstrated ability to work effectively and collaboratively with internal teams.
- A willingness to partner closely with PGAC throughout the project.
- Experience working with non-profits is highly desirable.

2.4 Budget Information

Please provide a detailed budget proposal based on the following deliverables:

- Professional fee structure (e.g., hourly rates, travel costs, material expenses).
- Applicable taxes.

Please note that the translation of written materials, as required by PGAC, will be completed internally by PGAC and does not need to be included in your budget proposal.

As with all national sports organizations, PGAC operates within significant financial constraints. It would be appreciated if you could indicate whether you can offer any charitable discount or partial pro-bono services. However, we understand that your business should not incur financial losses due to our non-profit status, and we are seeking the best talent from your Firm for this project.

2.5 PGAC Project Team

The project owner for this engagement is **Kendra Isaak**. A cross-functional project team from PGAC will be assembled to support the initiative and work collaboratively with the selected Firm.

3. Submission Requirements

3.1 Proposal Requirements

Please ensure your submission includes all requested information and does not exceed 20 pages. The table of contents and title pages will not count toward the page limit. Appendices are not permitted.

3.2 Firm Overview

Please provide a brief overview of your Firm, including its history, capabilities, experience, client roster, and team members. Please clarify if partner companies or offshore development resources are involved in your proposal.

3.3 Relevant Qualifications & Experience

In your response, describe your relevant experience with similar engagements. Clients with national and provincial bodies (*or sections, chapters*) as well as those in the sports sector or national sports organizations are of particular interest, especially where similar work has been performed. Where applicable, highlight measurable business results from these engagements.

3.4 Proposed Project Team

Provide an overview of the key personnel from your team who will be conducting the work. Include names, titles, experience, and their expected roles and contributions to the project. A proposed team structure, including leadership roles, should also be provided.

3.5 Proposed Project Approach

Outline your approach to delivering this project. Briefly describe your methodology for addressing this type of work and ensuring key stakeholders are involved throughout the process. Include details on any post-implementation support for the PGAC and the type and level of support you would require from the PGAC team.

3.6 Early Considerations

Briefly identify key challenges, opportunities, and trends that the PGAC should consider before initiating this project.

3.7 Proposed Project Budget & Timeline

Provide an estimated budget and timeline to complete the project. Include any relevant assumptions and note whether any non-profit discounts may apply.

3.8 Client References

Provide three (3) client references from organizations that can attest to your experience and capabilities relevant to this project. Include the name, title, and contact information for each reference.

3.9 Proposal Submission Requirements

Electronic copy (in PDF format) to PGAC.

Email Address:

Kendra Isaak, COO of the PGA of Canada

Email: kendra@pgaofcanada.com

RFP Response Submission Deadline: April 2, 2025

4. Selection Process

4.1 Evaluation Criteria

The Firm will be chosen based on the following criteria:

Criteria	Weighting
Capabilities: Expertise of the Firm across all our needs in developing a comprehensive 5-year plan to modernize the organizational structure	30%
Experience: Track record of delivering effective solutions for clients with similar needs	20%
Team: Strength and fit of the proposed project team that will be working on our business	20%
Solution: The degree to which your proposal fits with our goals, budget, and ways of working	20%
References: Positive references from existing clients	10%

Please note that the ability to conduct interviews and/or facilitate sessions in English and French is considered an asset.

4.2 Questions & Sharing of Additional Information

If you wish to obtain further information and clarification about this RFP, you may email your questions by March 21 to kendra@pgaofcanada.com. The PGAC will then respond to all questions received and, without identifying the source of the question, make this material available to all who confirmed their participation in the RFP. Please note that responses to questions, whether oral or written, do not constitute an amendment or supplement to this RFP.

4.3 RFP Process & Schedule

The following provides an overview of the RFP process and the key dates that followed in selecting our partner:

March 5, 2025	RFP is distributed
March 12, 2025	Agencies to confirm participation in the RFP process via email by 5PM EST
March 21, 2025	Agencies to submit questions or information requests to PGAC
March 26, 2025	PGAC to respond in writing to all questions and information requests
April 2, 2025	Firm written responses are to be submitted to PGAC by 5PM EST
April 17, 2025	PGAC to provide notification of final Firm selection

4.4 RFP Terms

The Firm must treat this RFP and the PGAC's process for evaluating partnership opportunities as strictly confidential.

Any information or data provided to the Firm, including the contents of this RFP, will be considered proprietary to the PGAC and must be handled accordingly.

The Firm is prohibited from issuing press releases or making public statements regarding the award of services under this RFP without obtaining prior written consent from PGAC.

This RFP is solely a Request for Proposal and does not obligate PGAC to reimburse the Firm for any costs incurred in preparing or submitting a response.

The PGAC reserves the right to procure additional or similar services outlined in this RFP from a third party if it is deemed in its best interest.

Unless explicitly stated in a resulting contract, this RFP or any subsequent agreement does not establish an exclusive service arrangement with the selected Firm.

All materials submitted in response to this RFP become the property of PGAC and will not be returned.

Proposals submitted in response to this RFP are considered irrevocable for 90 days from the submission date.

The PGAC reserves the right to terminate the RFP process at any time without liability. There is no explicit or implied guarantee that this process will lead to a business transaction.

The Firm must disclose the involvement of any subcontractors or third parties in their proposal.

Additionally, the Firm is required to identify any potential competitive conflicts arising from existing relationships with organizations similar to PGAC.

Existing contractors of the PGAC will be eligible to submit a proposal for consideration.